

Organization Capacity Evaluation

Organization: True North

Date of Review: August 22nd, 2013

Evaluation Valid: July 1, 2013-June 30, 2016

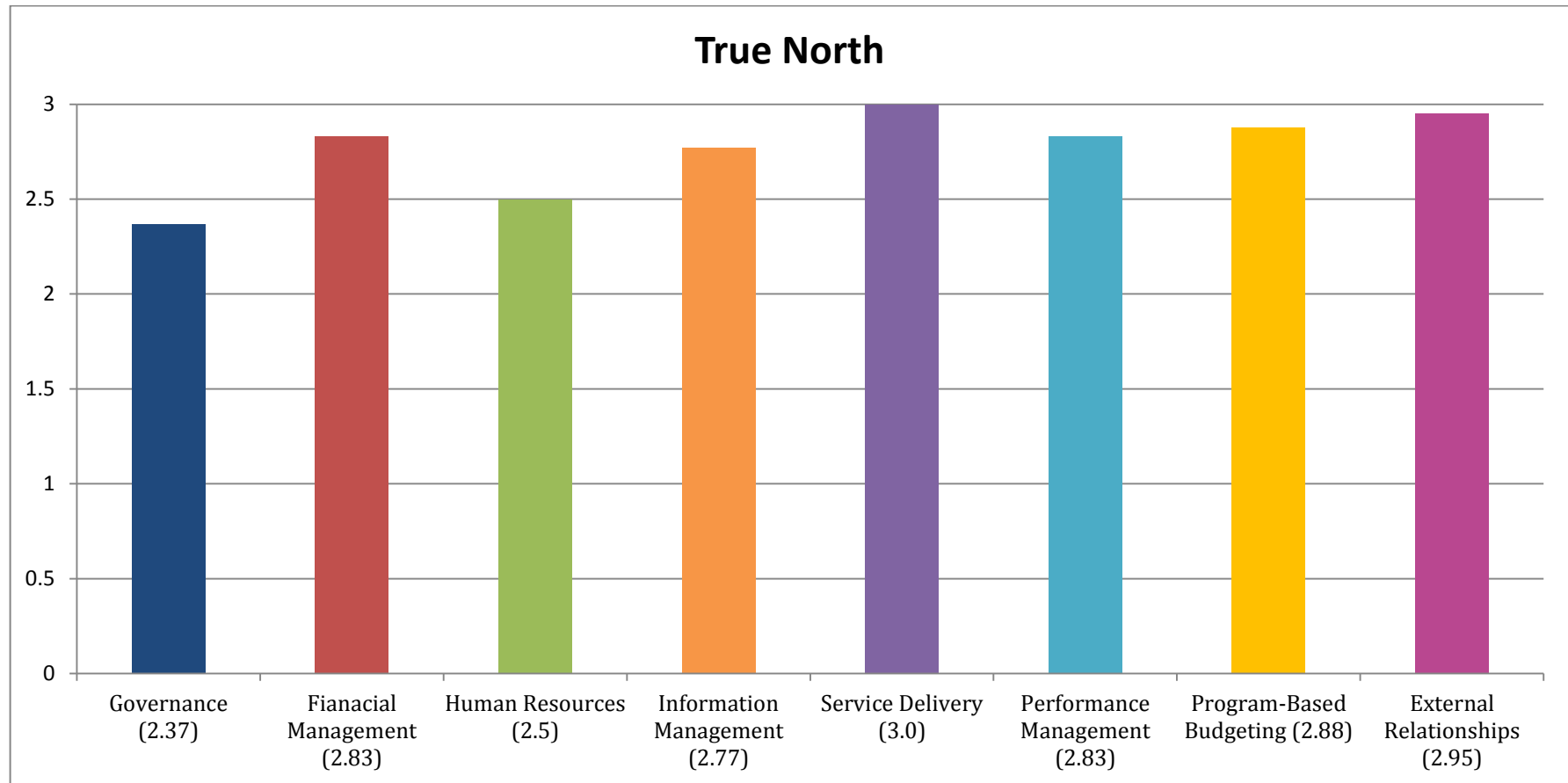
Overall Evaluation Score: 2.76

Scale

3 = High Level of Capacity

2 = Moderate Level of Capacity

1 = Low Level of Capacity



1. Governance: 2.37

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of organization’s reason for existence		3
Vision Statement	No written vision statement		1
Board of Directors			
<ul style="list-style-type: none"> • Appropriate number of board members 	Maximum of 13 members, currently have 10 board members	3	
<ul style="list-style-type: none"> • Average Rate 	Have had 10-13 board members for the last 3 years	3	
<ul style="list-style-type: none"> • Terms and term limits 	3 year terms, allowed to serve 3 consecutive terms	3	
<ul style="list-style-type: none"> • Reflective of demographic served 	No – Members are actively seeking a diverse board by trying to recruit more male members and various socioeconomic levels	1	
<ul style="list-style-type: none"> • Role in goal setting and communication 	Provides strong direction, support and accountability to leadership	3	
<ul style="list-style-type: none"> • Family/business relationships 	No	3	
<i>Board of Directors Average Score:</i>		16/6=	2.66
Policies and Practices			
<ul style="list-style-type: none"> • Conflict of interest policy 	Yes –Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Whistleblower policy 	Yes–Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Document retention policy 	Yes–Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Business continuity plan 	Yes–Reviewed by evaluator	3	
<ul style="list-style-type: none"> • Document meetings and track actions 	Yes–Reviewed by evaluator, Date: 8/5/13	3	
<ul style="list-style-type: none"> • ED hiring process (Review and approval by independent persons, Comparability data, and verification of the deliberation and decision) 	1) Review and approval by independent persons – Personnel Committee 2) No comparability data process indicated	2	

	3) Verification of the deliberation and decision – meeting minutes		
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		17/6=	2.83
<i>Governance Capacity Score:</i>		9.49/4=	2.37

2. Financial Management: 2.83

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
• Written financial policies and procedures	Yes—Reviewed by evaluator	3	
• Accountability standards or practices and controls to ensure accuracy	Adhere to GAAP standards, separation of duties, Treasurer reviews monthly financial report and bank statements	3	
• Accrual basis accounting	Yes	3	
<i>Policies, Practices, and Procedures Average Score:</i>		9/3=	3.0
Oversight			
• Person Responsible for daily fiscal management	Fiscal Manager	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Fiscal Manager and Executive Director	Report	
• Treasurer	Yes – Active Treasurer	3	
• Board oversight	Financial records are prepared and presented by the Treasurer at 10 monthly meeting	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	Yes	3	
<i>Oversight Average Score:</i>		10/4=	2.5
Insurance			
• Workers' compensation	Yes	3	

• Business Auto Liability	Yes	3	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	Yes	3	
<i>Insurance Average Score:</i>		15/5=	3.0
<i>Financial Management Capacity Score:</i>		8.5/3=	2.83

3. Human Resources: 2.5

	Response	Subheading Score	Category Score
Employment Policies and Practices			
• Written personnel policies	Yes—Reviewed by evaluator	3	
• Non-discrimination policy	Yes—Reviewed by evaluator	3	
• Affirmative Action Plan	No	1	
• Workforce reflective of demographic served	Yes – demographic breakdown of staff, clients, and board members	3	
• Labor laws clearly posted	Yes – Observed by evaluator	3	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	Yes	3	
• How often conducted?	At employment	Report	
<i>Employment Policies and Practices Average Score:</i>		19/7=	2.71
Staff Training and Development			
• New employee orientation	Yes	3	
• Staff Development Plan	No	1	
• Leadership Development Plan	No	1	
• Succession Plan	No	1	
• License and certification	License and certification requirements are adhered to	3	
<i>Staff Training and Development Average Score:</i>		9/5=	1.8

Volunteers			
• Screened and trained	Applications, background checks, screening, and training for all volunteers	3	
• How are volunteers utilized	Direct service to clients, specific programs and projects, also utilize interns	Report	
<i>Volunteers Average Score:</i>		3/1=	3.0
Human Resources Capacity Score:		7.51/3=	2.5

4. Information Management: 2.77

		Subheading Score	Category Score
Policies and Procedures			
• Retention and destruction policies	Yes—Reviewed by evaluator	3	
• Funder requirements incorporated	Yes	3	
• Identify the records custodian	Fiscal Manager	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	3.0
Data Management			
• Client program and participation data	Yes		
• Volunteer applications and records	Yes		
• Personnel records	Yes		
• Financial records	Yes		
• Donor and contribution records	Yes		
• Mailing list	Yes		
• Workflow description	Yes		
• Inventory of hardware and software	Yes		
• Disaster readiness or recovery plan	No		
<i>Data Collection Score:</i>	8 of 9 = High		3.0
• Who has access to program data	Program staff, administrative staff	3	

• Is program data backed-up	Yes	3	
• Validity and reliability	High - Organization has systems in place to ensure reliability and validity	3	
• Data retained in accordance with policy?	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	3.0
Confidentiality			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for:			
○ Employees	Yes—Reviewed by evaluator	3	
○ Volunteers	Yes—Reviewed by evaluator	3	
○ Board members	Yes—Reviewed by evaluator	3	
• How often are they renewed	Board does annual renewal, staff do not	Report	
• Regular Trainings	No	1	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	No – have moved computers in public locations so they cannot be viewed	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes - both	3	
• Other steps and report	Locked filing cabinets, restricted access to locked files, white noise barriers and sound proof offices	Report	
<i>Confidentiality Average Score:</i>		23/9=	2.55
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	Would like to have a networked system	Report	
• Upgrades in next 2 years	Looking for funding sources to buy a server	Report	
• Off-site data storage	Yes	3	
• Data management software	ALICE, ODM	Report	
• Network computer system	No	1	
• Network administrator on staff	No	1	
• Network back-up protocol	No	1	

<ul style="list-style-type: none"> Utilize the following: <ul style="list-style-type: none"> Microsoft Office Suite Commercial analytical software 	Yes No	Report Report	
<ul style="list-style-type: none"> Rate systems for: 			
<ul style="list-style-type: none"> Data Collection 	High	3	
<ul style="list-style-type: none"> Data Management 	High	3	
<ul style="list-style-type: none"> Data Reporting 	High	3	
<ul style="list-style-type: none"> Data Storage 	High	3	
<i>Systems and Infrastructure Average Score:</i>		21/9=	2.33
<i>Information Systems Capacity Score:</i>		13.35/5=	2.77

5. Service Delivery: 3.0

	Response	Subheading Score	Category Score
Program Services			
<ul style="list-style-type: none"> Most successful aspect of program(s) 	Referral services and case management to provide support beyond just safety; emotional support, and staff interactions	Report	
<ul style="list-style-type: none"> Barriers 	Mental health and drug issues, lack of affordable housing, lack of transportation, job opportunities and day care	Report	
Infrastructure			
<ul style="list-style-type: none"> Meet current and anticipated needs 	Yes	3	
<ul style="list-style-type: none"> Rate capacity for <ul style="list-style-type: none"> Office building and meeting space Parking Storage 	High High Moderate	Report Report Report	
<i>Infrastructure Average Score:</i>		3/1=	3.0
Policies, Practices, and Procedure			
<ul style="list-style-type: none"> ADA Compliance and documentation 	Yes –Reviewed by evaluator, ADA compliance audit conducted by SIL	3	
<ul style="list-style-type: none"> Written non-discrimination in accommodations 	Yes–Reviewed by evaluator	3	
<ul style="list-style-type: none"> Fulfill staffing ratios 	N/A	N/A	
<ul style="list-style-type: none"> Do you solicit feedback from participants 	Exit interviews, and follow-up after client leaves the program to determine if they need ongoing services, and client survey	3	
<ul style="list-style-type: none"> Customer grievance process 	Yes–Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		12/4=	3
<i>Service Delivery Capacity Score:</i>		6/2=	3.0

6. Performance Management: 2.83

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> Barriers and challenges 	It is difficult to follow up with clients after they have left the program	Report	
<ul style="list-style-type: none"> Utilized to guide programming 	Focus staff and board on shared goals, improve service delivery, communicate results to stakeholders, help organization compete for resources	3	
<ul style="list-style-type: none"> Consistent with other funders 	Yes	Report	
<ul style="list-style-type: none"> Communicated to board 	Yes	3	
<ul style="list-style-type: none"> Communicated to staff and volunteers 	Yes	3	
<ul style="list-style-type: none"> Rate systems for <ul style="list-style-type: none"> Monitoring performance Reporting performance Utilizing performance for evaluation and planning 	Moderate High High	2 3 3	
Performance Management Capacity Score:		17/6=	2.83

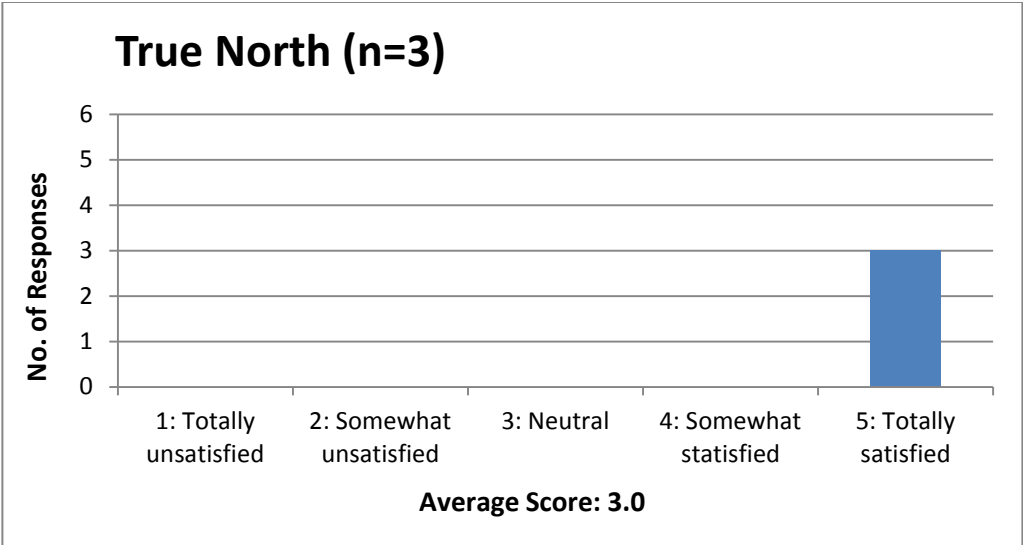
7. Program-Based Budgeting: 2.88

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	High – Well-designed and informed budget development process, utilizes historical data and performance data to develop budget, budgets are rigorously managed and adhered to	3	
<ul style="list-style-type: none"> Does the process cover projected: <ul style="list-style-type: none"> Ongoing revenues and expenditures Occasional or special revenues and expenditures Capital expenditures 	Yes – all included	3	
<ul style="list-style-type: none"> Board members utilized 	Yes	3	
<ul style="list-style-type: none"> Annual program budgets tied to annual operational plan 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for oversight 	Fiscal Manager and Executive Director	Report	
<ul style="list-style-type: none"> Rate systems for: <ul style="list-style-type: none"> Developing program budgets Assessing data to recognize trends Working with staff to understand budgets Working with board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>Moderate</p> <p>High</p> <p>High</p>	<p>3</p> <p>3</p> <p>2</p> <p>3</p> <p>3</p>	
Program Based-budgeting Capacity Score:		26/9=	2.88

8. External Relationships: 2.95

	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Organization maintains strong, high-impact relationships with a variety of relevant partners. Organization feels like they are expanding their outreach and are better known among partners and the community	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External Partner Feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	See Attached	3 2.83	
<i>External Relationships Capacity Score:</i>		11.83/4=	2.95

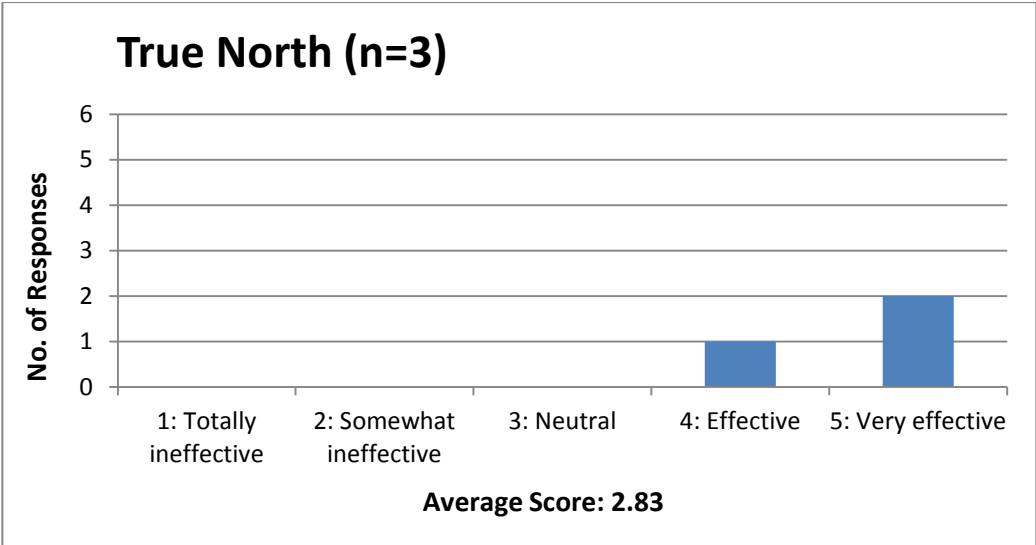
Please rate your overall satisfaction with your partnership with the agency.



Scale

3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



Scale

3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

Well run program with great staff. Serves a very important need.

True North is the only organization in our community that provides a variety of services specifically for domestic violence victims. Our community would be at a loss if this service did not exist, and there would quite possibly be an increase in the number of assaults, homicides and suicides in our community if “would be” victims did not have a place to go for safety. True North has expanded their services in the past few years to include outreach and education services with persons of all ages for prevention of domestic violence, they have counselors on staff to work one-on-one with victims so that they can deal with the hurtful situations they have experienced and to empower them to adopt new strategies to prevent further victimization, and a variety of other services that help victims to turn their lives around. True North is a great organization and we consider them to be a great partner/collaborator!